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博 士 学 位 论 文

领导风格与组织绩效:  
基于斯里兰卡小型家族式制造企业的研究

The Relationship between Leadership Style and Organizational  
Performance in Family Owned Small Manufacturing  
Enterprises in Sri Lanka

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## 摘 要

斯里兰卡政府已经开始认识到小型企业的重要性和他们对经济增长, 社会和谐以及就业的贡献。区域性和地方性的发展说明了小型企业日益增长的潜力。这些小型企业与大型企业相比有其相对的优势。在斯里兰卡, 成立各种小型企业非常容易, 但是针对它们的领导风格和绩效的评价却非常少。通常小规模的企业家视为个别的业主他们的生意。个别业主是所谓的领导人的业务。领导人是在回答他相信, 有效的领导人是要实现这些目标, 作为改善盈利能力, 生产力, 品质及客户服务。企业家认为, 本组织不能保持竞争力, 缺乏有效的领导作风。

本文共分为六个章节, 第一章分四个部分介绍研究内容, 包括斯里兰卡小型企业的发展概况、研究意义、研究设计和论文结构。第一部分介绍简要回顾了斯里兰卡社会、经济发展过程中小型企业的演变, 包括定义、战略角色、面临的挑战等。第二部分从理论和实践两个方面阐述了本研究的意义。研究设计部分包括问题陈述、研究目标、研究范围和研究方法。本文的研究目标是以小型私有家族式制造企业为样本考察领导风格和组织绩效的关系, 并把环境因素作为调节(影响)变量, 以决策、员工流动、员工士气作为中介变量加以考察。在本文的研究中, 领导风格——任务导向型、关系导向型和员工参型——是作为因变量, 公司绩效——利润是作为自变量。最后第四部分简要介绍了论文的整体结构。

在回顾之前的相关文献基础上, 第二章提出两个关于领导风格的不同定义(Bass, 1990a; Yukl, 1989b; Jago, 1982; Bass and Stogdill, 1990), 在不同的定义下, 不同的领导风格可能是民主的、独裁的、放任的、参与的、指示性的、任务导向的、关系导向的, 以及 Blake & Mouton 提出的管理网络风格、支持性的和成就型的等。伟人特制理论、行为理论、制度/费用理论和交易、转变和神授领导理论都曾领导力研究的内容。文献的回顾还包括以是否为家族控制企业, 企业的不同发展阶段作为调节变量的研究, 以及以决策风格(民主决策、协商决策、共同决策和授权决策)、员工流动和员工士气为中介变量的研究。文献回顾的最后讨论了之前领导风格与组织绩效研究的不足和局限性。之前的许多学者对不同领域内企业绩效和领导风格的关系进行了研究。之前学者的研究都将国有和私有企业作为一个整体来研究, 或者是全部作为一个整体。第三章基于第二章的讨论结

果，回顾了本研究模型中的所有涉及的变量概念和相关的支持理论。

第四章在前两章文献回顾的基础上提出整个研究的框架和步骤，包括样本的选取、绩效和领导风格的量化方法、数据的收集、初测、数据的分析方法。数据的分析按照以下的步骤进行：首先，对领导风格、决策和员工士气进行主成份分析以减少变量数。同时，将员工离职率和留职率作为测量员工变动的指标，而将公司相对于主要竞争对手的利润率作为测量公司绩效的标准。数据的分析按照以下的步骤进行：首先，对领导风格、决策和员工士气进行主成份分析以减少变量数。同时，将员工离职率和留职率作为测量员工变动的指标，而将公司相对于主要竞争对手的利润率作为测量公司绩效的标准。

第五章讨论了数据分析的结果，包括描述性统计分析、领导风格和绩效的假设验证、环境因素作为调节变量的影响作用以及决策风格、员工流动和员工士气作为中介变量的中介作用。通过回归模型验证假设 1—9，路径模型用以验证假设 10 和 11。在假设基础上进行的数据匹配测试，结果表明任务导向型、关系型和员工参与型的领导风格与小型企业的绩效直接相关。但是这种关系受到环境因素的影响。较高的行业技术因素会部分影响任务导向型领导风格和企业绩效之间的关系。另外，企业是否由家族成员控制对组织绩效具有显著影响，但企业前期的发展阶段对组织绩效的影响却不明显。领导风格和企业绩效之间的相互作用受到决策、员工流动和员工士气中介作用的影响。其中，决策对领导风格和企业绩效的关系起到重要的中介作用，对二者之间的关联有正向影响，员工变动与企业绩效之间有正向的显著关联，但对员工士气和企业绩效之间的关联具有负向影响。

第六章对本文的研究进行了总结。归纳了本文研究的结论和管理启示，讨论了研究的局限性和未来研究的方向。本文通过探讨领导风格和组织绩效的关系为组织绩效的研究提供了新的方向。某些领导风格与组织绩效在静态数据上获得显著性的结果，这对理解在小型家族式制造企业中领导风格和组织绩效的关系有帮助意义。本研究同样对研究者理解领导风格对于组织绩效的影响受到员工士气和决策风格的影响，但受到员工流动的负向影响。最后的结论是，小型家族式制造企业的领导者有更大自由决策的权力并对企业绩效有更大的影响。通过建立并维持一个控制力强的决策机制，领导者能够使组织实现较高水平的企业绩效。

**关键词：**领导风格；环境因素；决策；员工流动；员工士气；组织绩效

## **Abstract**

Sri Lankan government has come to recognize the importance of small-scale enterprises and their contributions to economic growth, social cohesion and employment, regional and local development recognizing the growth potential of small-scale entrepreneurs. The small-scale entrepreneurs enjoy advantages when compare to large size. These types of enterprises are easy to establish, but the evaluation of leadership styles and performance is very rare in Sri Lanka. Normally small-scale entrepreneurs considered as individual owner of their business. The individual owner is called as leader of the business. The leader is answering in his belief that effective leaders are necessary to achieve such goals as improved profitability, productivity, quality and customer services. The entrepreneur believes that the organization cannot remain competitive without effective leadership style.

This study consists of six chapters. As a starting point chapter one attempts to introduce four sections. They are the small scale industries in Sri Lanka, significance of the research, research design, and organization of the text. The brief history of Sri Lanka which is included socio, economic development of Sri Lanka, the different definitions of small scale industries in Sri Lanka mentioned by the different institutions, the strategic role of small business in economic development, and the problem faced by the leaders in Sri Lankan small industries are clearly included in the section one. The second section explains the theoretical and practical significance of the research. The significance of the research may pave the way for the future researchers to develop further in this topic. It is therefore assumed that this study will fulfill an important knowledge gap and provide a base for further studies. The research design consists of problem statement, objectives of the research, scope of the research, and methodology. This research aims to study the relationship between leadership styles and organizational performance in family owned small manufacturing enterprises and to investigate the moderating effects of environmental factors and the mediating role of decision-making, employee turnover, and employee morale. In this study the leadership styles – task-oriented, relationship-oriented, and participative-have been chosen as independent variables and firm performance-

profitability-is the dependent variables. And finally the organization of the text explains briefly in the fourth section.

On the basis of the review of the prior literature, in chapter two different definition of leadership styles are expressed (Bass, 1990a; Yukl, 1989b; Jago, 1982; Bass and Stogdill, 1990), second the different types of leadership styles, that are, autocratic, democratic, laissez-faire, participative, directive, task-oriented, relationship-oriented, Blake & Mouton's managerial grid styles, supportive, and achievement, are included. The great man and traits theories, the behaviorist, situational or contingency theories, and transactional, transformational, and charismatic leadership theories are included in historiography of the study of leadership. The literature of industry, family and non-family controlled firm, and firm's development stages are included in environmental factors. Decision-making (autocratic decision, consultation, joint decision, and delegation), employee turnover, and employee morale are included in mediating factor literature. Performance of family firms is discussed. Finally the literature of leadership and organizational are discussed along with limitations and comments of the prior study. From the literature survey, it was observed that many researchers argued that leadership and organizational performance. The researches, which correlate the leadership styles and organizational performance, are having different coverage areas. Those researches considered the whole public sector or whole private sector or the both the sectors as a whole. Chapter three based on the arguments in the chapter two, by reviewing existing research, this study has been reviewed to cover all the variables depicted in the conceptual model with theories, quotations, and research findings in the appropriate places in support of the arguments.

The aim of fourth chapter is to outline the design of this dissertation research project and how its framework is derived from the existing body of literature. Specially, chapter four describes the sample methodology; the operationalization of the variables used to analyse the leadership styles and organizational performance, pilot study, sample of the final study, questionnaire data collection, and are outlined the appropriate statistical methods to be used in order to analyze the data obtained from the sample firms. Collected data are analyzed in the following manner. Firstly

factor analysis of leadership styles, decision-making, and employee morale has been measured for reducing the variables and the ratio of employee leavers and stayers has been treated as a measure for examining the employee turnover. The firms' profitability relative to significant competitors has been measured as firm performance of this study.

Results and data analysis are discussed in the chapter five. The chapter five consists of descriptive statistics, analysis of hypotheses in leadership styles and firm performance, moderating effects of environmental factors, the relationship between leadership styles and mediating variables, mediating effects of decision-making, employee turnover, and employee morale, and the relationship between decision-making, and employee morale and employee turnover. The hypotheses are tested through appropriate statistical packages. After the hypotheses are tested by using the regression model, this model is used to measure from hypothesis 1 to hypothesis 9. The path model analysis is used to measure hypotheses 10 and 11. The results show that task-oriented, relationship-oriented, and participative leadership styles of leaders of small enterprises are directly linked to firm performance. The influences of leadership styles on firm performance are moderated by environmental factors. The high industry technology of environmental factor have not influence on the firm performance. Next the firm controlled by the family members has strongly influence on firm performance than those with non-family controlled firm. Finally the earlier development stage of firm is insignificant effect on firm performance. The effect of leadership styles on firm performance are mediated by decision-making, employee turnover, employee morale. The decision-making plays an important mediating role in the relationship between leadership styles and firm performance and has positively significant relationship. The employee turnover has positive significant relationship with firm performance and the negative relationship found between employee morale and firm performance in this study.

Chapter six is to provide findings and conclusion of the study. In this analysis, the findings of this research, implications for management, are presented along with an examination of both the study's limitations. Finally, potential directions for future research and the conclusion of the study are discussed. This study contributes a new



direction in the research on organizational performance by opening up a debate on the importance of leadership styles in the development of organizational performance. The fact statically significant correlations are only found between leadership styles and organizational performance can assist with the understanding of how the leadership style affects the organizational performance in family owned small manufacturing enterprises. This study also contributes to the researcher understanding of the importance of leadership style in building employee turnover, employee morale, and decision making. Leadership style and organizational performance are positively associated with and decision making. But leadership style is negatively associated with employee turnover and positively associated with employee morale. In conclusion, the leaders of the family owned small manufacturing enterprises obtain more discretion and exert stronger influence on firm performance. By building and maintaining the strong decision-making, leader can achieve a high level of firm performance.

**Keywords:** Leadership Styles; Environmental Factors; Decision-making;  
Employee Turnover; Employee Morale; Organizational Performance

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